# INSTALLATION MANAGEMENT AGENCY (IMA)

## INSTALLATION R&D STRATEGIC PLANNING WORKSHOP, CERL

RONALD YOUNG, IMA, PLANS

16 MARCH 2004

# PURPOSE

- **Conduct information briefing on the IMA mission, organization, initiatives and challenges in the near and distant future.**
- **Share CSA/Army Focus Areas as they apply to installation capabilities and planning.**
- **Receive CERL and workshop members feedback on methodologies for R&D effort as they apply to Installation Strategic Planning**

# IMA Mission

- Provide equitable, efficient and effective management of Army installations worldwide to
  - support readiness, mission execution, and transformation of an expeditionary force
  - enable the well-being of Soldiers, civilians and family members
  - improve the infrastructure
  - preserve the environment

# IMA Vision

The preeminent agency in the Department of Defense that produces highly effective, state-of-the-art installations worldwide, maximizing support to the People, Readiness and Transformation of an expeditionary force.

# IMAGuiding Principles

- STEWARDSHIP:
  - We are good stewards of the resources entrusted to us by the American people.
- EFFICIENCY:
  - We deliver best value to our customers.
- RESPECT:
  - We treat people with respect, a caring attitude, and a can-do approach. We practice the golden rule and treat others as we would want to be treated.
- VISION:
  - We are innovative and forward thinking, open to new ideas, and dedicated to continuous process improvement – agents for change.
- INTEGRITY:
  - We do what's right, legally, morally and ethically…always.
- CONSISTENCY:
  - We provide consistent and equitable standards of service for all Army personnel and their families living and serving on our installations.
- EMPOWERMENT:
  - We work as one. We empower people. We share responsibility, and communicate freely and honestly.

# IMA Goals

1. Leadership excellence
2. Manage installations equitably, effectively and efficiently.
3. Enable the well-being of the Army's people.
4. Improve Resource Performance.
5. Deliver superior mission support to all organizations.
6. Develop and sustain an innovative, team-spirited, highly capable, service-oriented workforce.

# INSTALLATION MANAGEMENT

## Before IMA:

HQDA

*Years of underfunding and excess capacity*

| AMC | FORSCOM | TRADOC | USACE | USAREUR | EUSA | MEDCOM | USAR |
|---|---|---|---|---|---|---|---|
| 45 Installations | 14 Installations | 16 Installations | 1 Installation | 30 Installations | 48 Installations | 2 installations | 2 installations |

| USARSO | USMA | MDW | MTMC | ATEC | USARPAC | SMDC |
|---|---|---|---|---|---|---|
| 1 Installations | 1 Installation | 6 Installations | 2 Installations | 3 Installations | 8 Installations | 2 Installations |

## With IMA:

HQDA ACSIM — IMBOD

MACOM

HEADQUARTERS IMA

| EUROPE | KOREA | PACIFIC |
|---|---|---|

| N. WEST | S. WEST | N. EAST | S. EAST |
|---|---|---|---|

Sr Mission CDRs

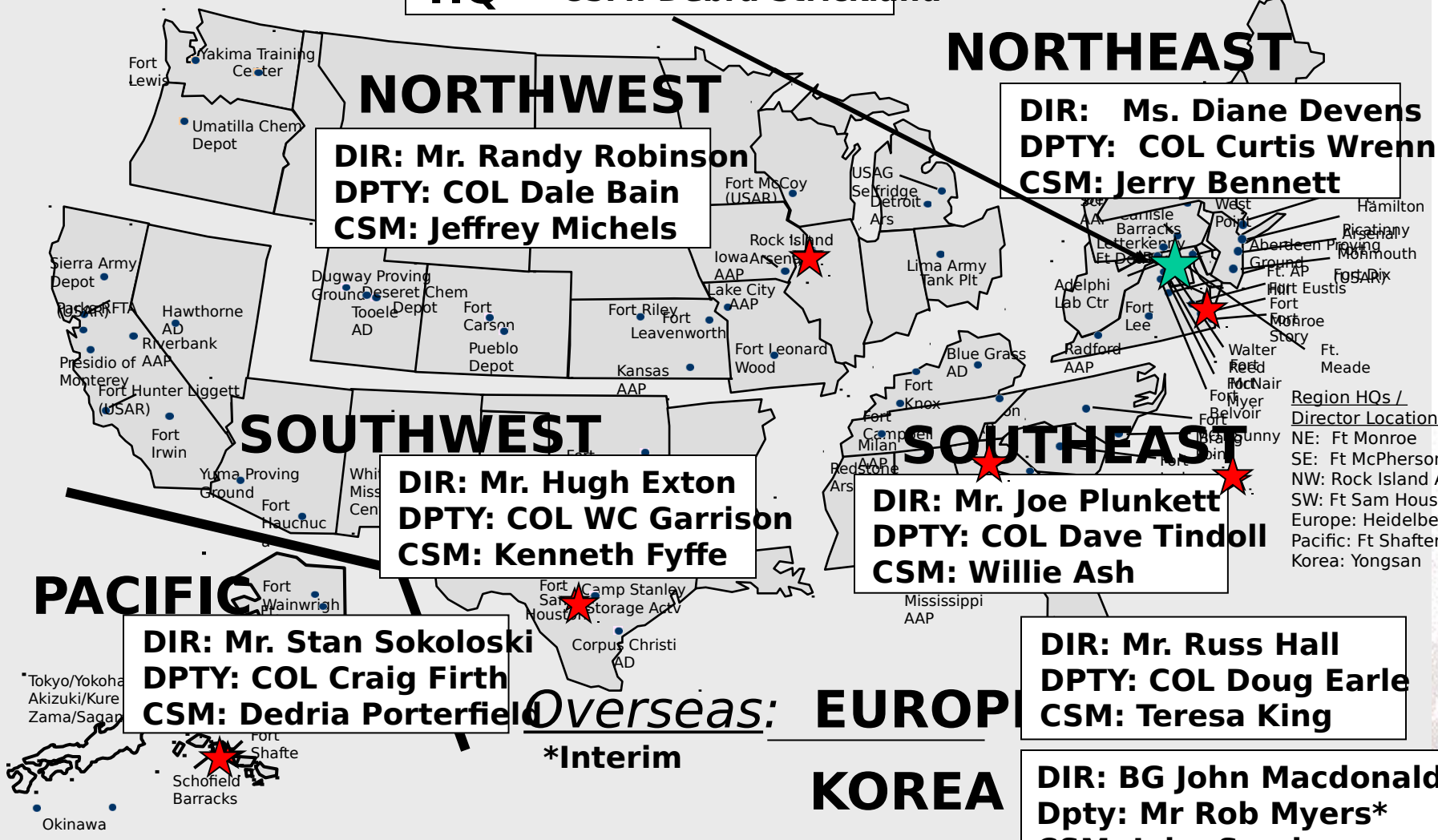
181 Installations

- *Corporate Structure*
- *Consistency*
- *Standards*
- *Effectiveness & Efficiency*
- *Less migration of BASOPS $*

# HQ IMA, 7 REGIONS, 181 GARRISONS

**HQ**

**DIR: MG Andy Aadland**
**DPTY: Mr Phil Sakowitz**
**CSM: Debra Strickland**

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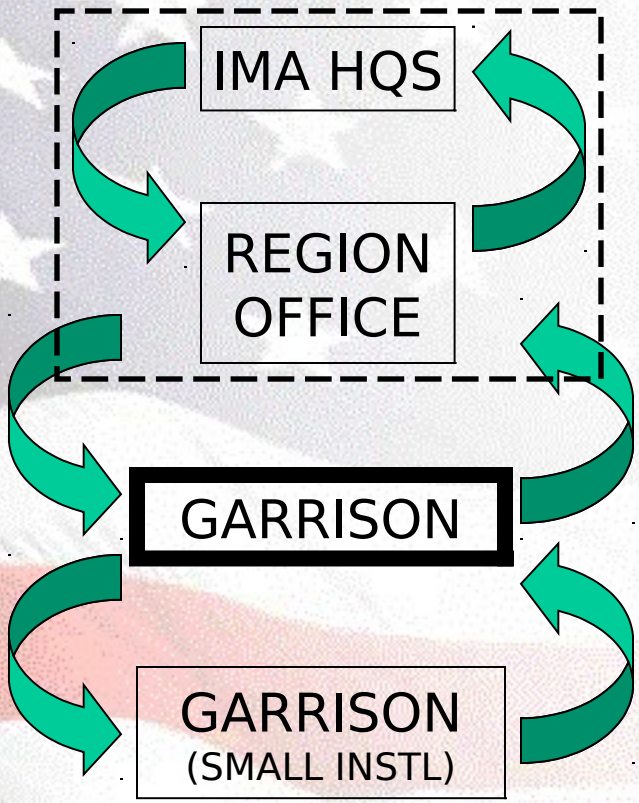
# INSTALLATION MANAGEMENT COMMAND & CONTROL




## *DEFINITIONS*

**Installation**: Any collection of Army owned/occupied *Real Property*; The physical real estate & buildings.

**Garrison**: The *organization* that provides the BASOPS services & additional installation management tasks (O&O plans) to a military community. One garrison may provide services to several installations.

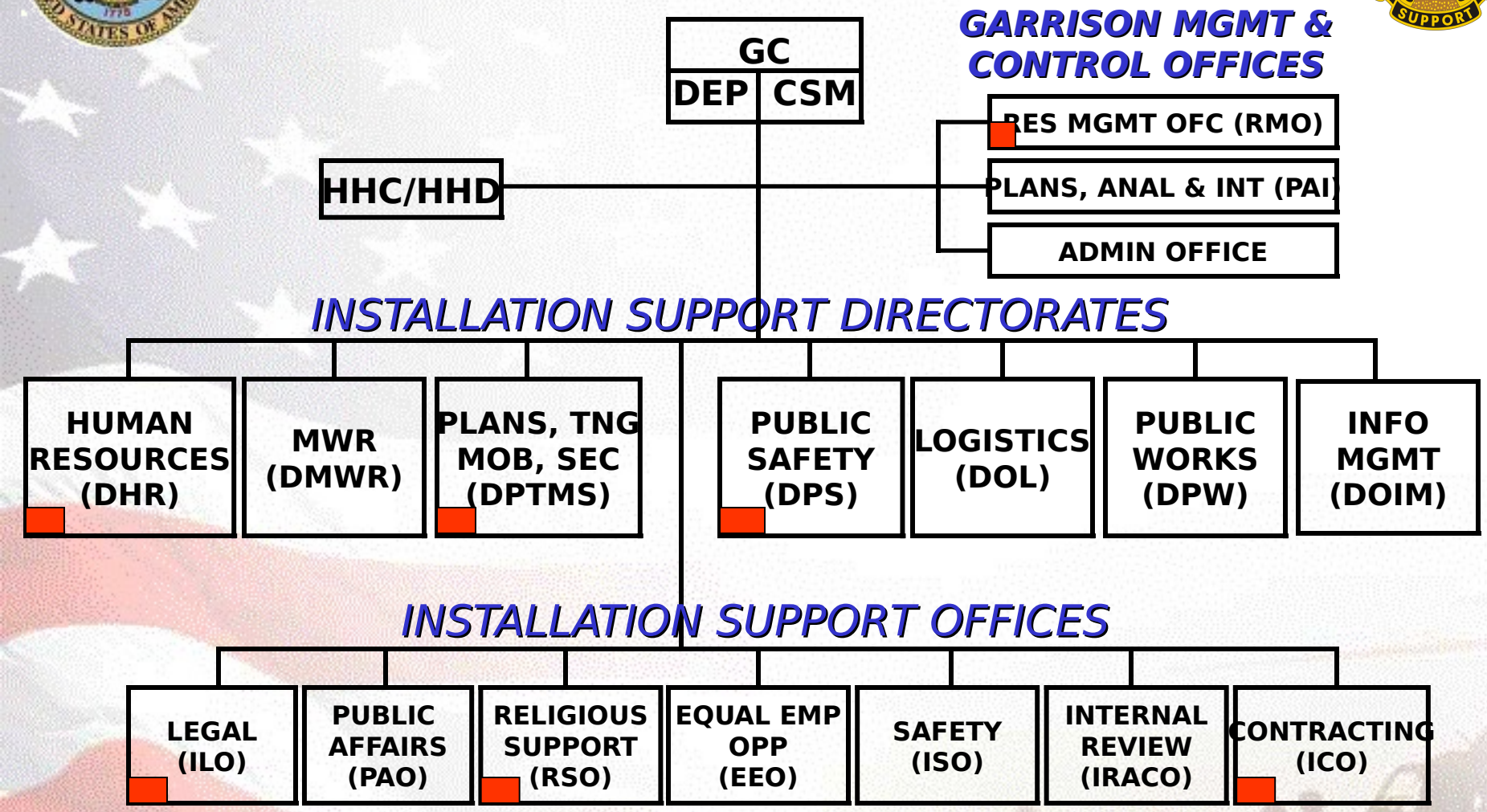
**Garrison (Small Installation)**: The *organization* that operates an installation. It may provide limited BASOPS services and will fall under the command & control of a COL level Garrison Commander.

***NO MINI REGIONS!***

# INSTALLATION MANAGEMENT SERVICES

| ISR # | FUNCTION | GARRISON (IMA) | SENIOR MISSION ACTIVITY | SUPPORTING ACTIVITY |
|---|---|---|---|---|
| 31 | FACILITIES MAINT | ● | | |
| 40 | GROUNDS MAINT | ● | OCONUS RANGES | |
| 95 | INSTALLATION SAFETY | ● | ● | |
| 69 | PROGRAMMING/BUDGET | GARRISON ONLY ← | ● | |
| | MUSEUMS | ● | ● | |
| 8 | MIL PERS SERVICES | ○ ← | ● | |
| 93 | EQUAL OPPORTUNITY | | ● | |
| | LAW ENFORCEMENT | ○ ← | ● | |
| 27 | MATERIEL SPT MAINT | ● | ● | ● |
| | HEALTH SUPPORT | | | ● |

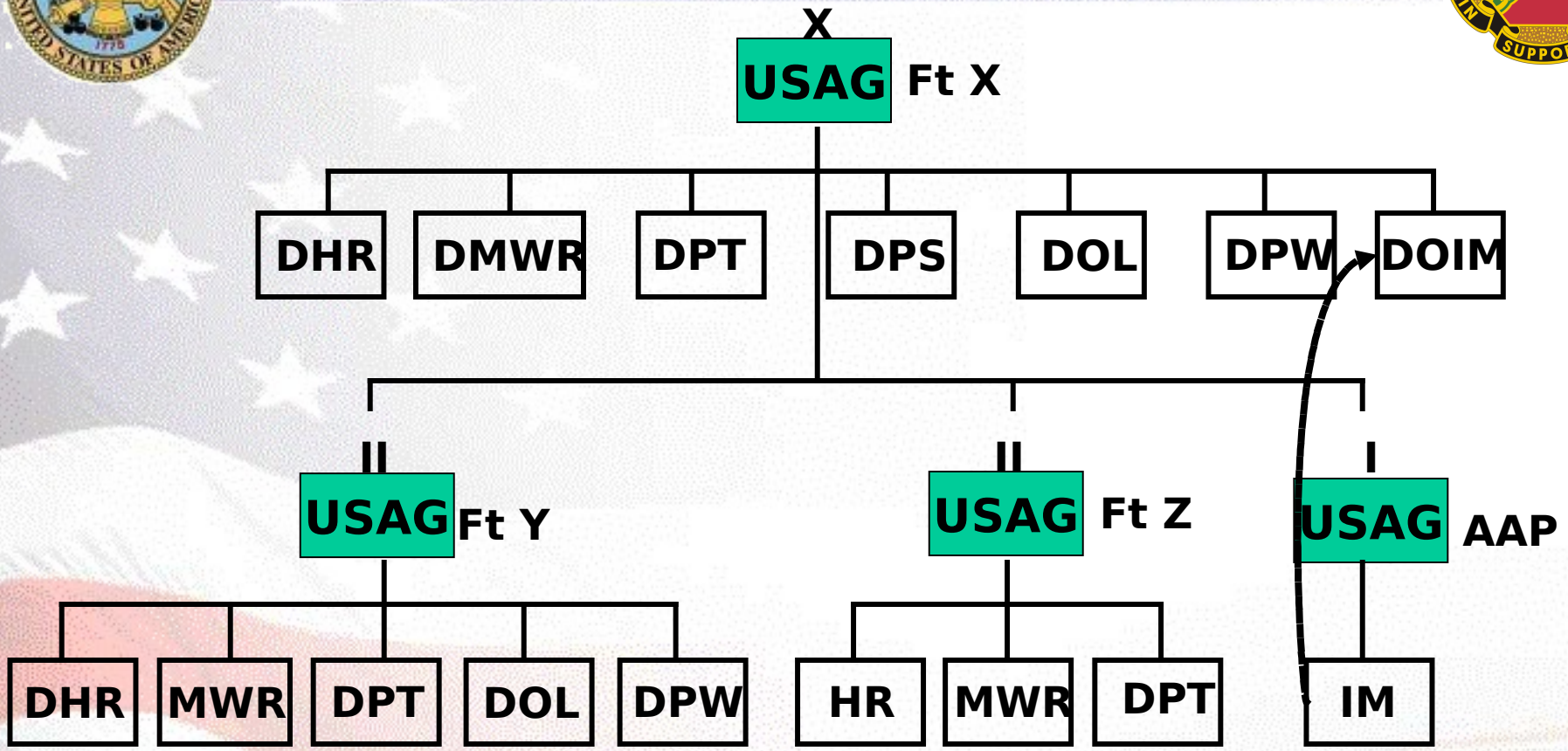
# RECOMMENDED ORGANIZATION




OUTSTANDING O & O

PRE -DECISIONAL

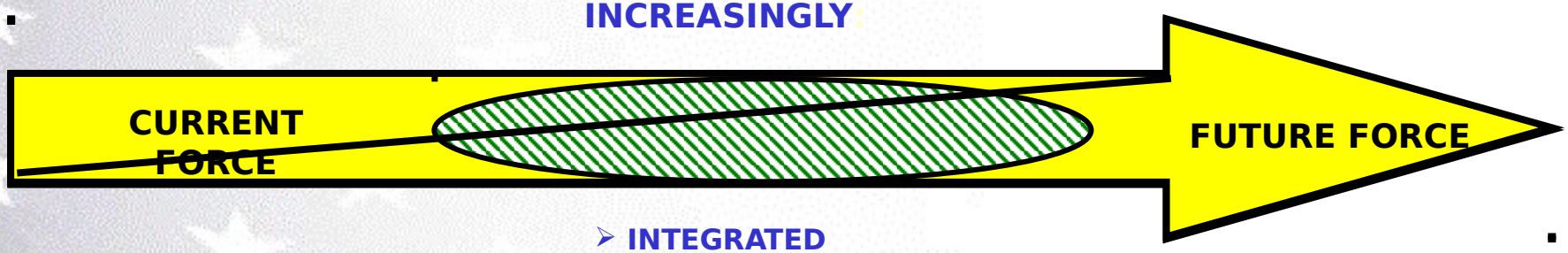
# EXAMPLE OF GARRISON AND SUBORDINATE GARRISONS WITH TAILORED STAFF/DIRECTORATES




- All are defined as installations. Organizational structures are defined as garrisons.
- Ft X commander would have respective AR 5-9 responsibilities and would not be an intermediate HQ only.
- Ft Y & Ft Z directorates would be tailored to meet day to day activities with many functions residing at Ft X.
- Ft Y & Ft Z directorates would be subordinate to their respective LTC.
- Special installations (AAP) may have a Garrison Manager who operates day to day activities but is subordinate to Ft X commander.

# ARMY TRANSFORMATION

**INCREASINGLY:**




**EHNHANCED CAPABILITIES**

- **INTEGRATED**
- **EXPEDITIONARY**
- **NETWORKED**
- **DECENTRALIZED**
- **ADAPTABLE**
- **DECISION SUPERIOR**
- **LETHAL**

**ACCELERATED DEVELOPMENT AND FIELDING OF DOTMLPF SOLUTIONS**

# ARMY FOCUS AREAS (GEN SCHOOMAKER)

## TRAIN AND EQUIP SOLDIERS AND GROW LEADERS

1. **THE SOLDIER –** DEVELOP FLEXIBLE, ADAPTIVE AND COMPETENT SOLDIERS WITH A WARRIOR ETHOS.
2. **THE BENCH –** PREPARE FUTURE GENERATIONS OF SENIOR LEADERS. IDENTIFY AND PREPARE SELECT ARMY LEADERS FOR KEY POSITIONS WITHIN JOINT, INTERAGENCY, MULTINATIONAL AND SERVICE ORGANIZATIONS.
3. **COMBAT TRAINING CENTERS/BATTLE COMMAND TRAINING PROGRAM –** FOCUS TRAINING AT CTC AND BCTP TO MEET REQUIREMENTS OF CURRENT SECURITY CONTEXT, AND JOINT AND EXPEDITIONARY TEAM.
4. **LEADER DEVELOPMENT AND EDUCATION –** TRAIN AND EDUCATE ARMY MEMBERS OF THE JOINT TEAM.
5. **ARMY AVIATION –** CONDUCT A HOLISTIC REVIEW OF ARMY AVIATION AND ITS ROLE ON THE JOINT BATTLEFIELD.

## ENABLE THE FORCE

6. **CURRENT TO FUTURE FORCE –** ACCELERATE FIELDING OF SELECT FUTURE FORCE CAPABILITIES TO ENHANCE EFFECTIVENESS OF CURRENT FORCE. ARMY TRANSFORMATION IS PART OF CONSTANT CHANGE.
7. **THE NETWORK –** LEVERAGE AND ENABLE INTERDEPENDENT, NETWORK-CENTRIC WARFARE.
8. **MODULARITY –** CREATE MODULAR, CAPABILITIES-BASED UNIT DESIGNS.
9. **JOINT AND EXPEDITIONARY MINDSET –** RETAIN OUR CAMPAIGN QUALITIES WHILE DEVELOPING A JOINT & EXPEDITIONARY MINDSET.
10. **ACTIVE COMPONENT /RESERVE COMPONENT BALANCE –** REDESIGN THE FORCE TO OPTIMIZE THE ACTIVE AND RESERVE COMPONENT (AC/RC) MIX ACROSS THE DEFENSE STRATEGY.
11. **FORCE STABILIZATION –** ENSURE UNIT STABILITY & CONTINUITY, AND PROVIDE PREDICTABILITY TO SOLDIERS & THEIR FAMILIES.

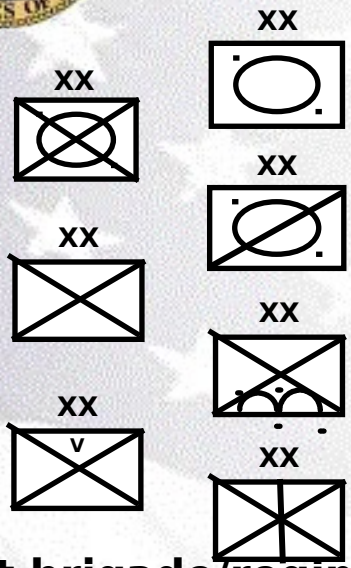
## PROVIDE RELEVANT & READY LAND POWER CAPABILITY TO THE COMBATANT CDR & THE JOINT TEAM

12. **ACTIONABLE INTELLIGENCE –** PROVIDE SITUATIONAL UNDERSTANDING TO COMMANDERS AND SOLDIERS WITH THE SPEED, ACCURACY AND CONFIDENCE TO IMPACT CURRENT AND FUTURE OPERATIONS.
13. **INSTALLATIONS AS FLAGSHIPS – ENHANCE INSTALLATION ABILITY TO PROJECT POWER AND SUPPORT FAMILIES.**
14. **AUTHORITIES, RESPONSIBILITIES, AND ACCOUNTABILITY –** CLARIFY ROLES AND ENABLE AGILE DECISION-MAKING.
15. **RESOURCE PROCESSES –** REDESIGN RESOURCE PROCESSES TO BE FLEXIBLE, RESPONSIVE AND TIMELY.
16. **STRATEGIC COMMUNICATIONS –** TELL THE ARMY STORY SO THAT THE ARMY'S RELEVANCE AND DIRECTION ARE CLEARLY UNDERSTOOD AND SUPPORTED.

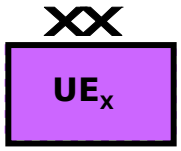
# Modularity = Standardizing the Force

**Current Units designed to provide a specific capability, new units will be full s**

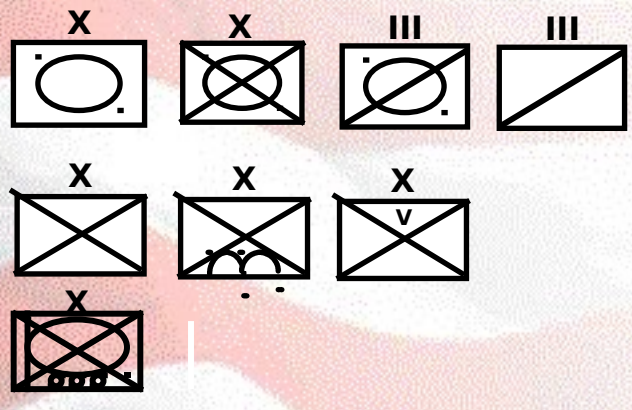
## Seven division designs to a more capable *Unit of Employme*



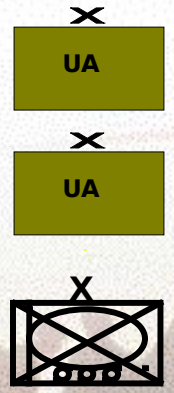

- Armored (heavy)
- Mechanized Infantry (heavy)
- Cavalry (heavy)
- Light Infantry (light)
- Airborne Infantry (light)
- Air Assault Infantry (light)
- Medium (Composite)




## Eight brigade/regiment designs to three *Unit of Action designs:*




- Armored (heavy)
- Mechanized Infantry (heavy)
- Cavalry (heavy)
- Cavalry (light)
- Light Infantry (light)
- Airborne Infantry (light)
- Air Assault Infantry (light)
- Stryker (Medium)




**Heavy**

**Infantry**

**Stryker**

# The Army USF Schedule

We are here

| FY03 | FY04 | FY05 | FY06 | FY07 | FY08 | FY09 | FY10 | FY11 | FY12 |
|---|---|---|---|---|---|---|---|---|---|

1BCT/4ID — Ft Hood, TX

3BCT/1CD

3/2 SBCT 1 — Ft Lewis, WA

3ACR — Ft Carson, CO

UA BN 1

UA BDE 1

1/25 SBCT 1 — Ft Lewis, WA

3BCT/4ID — Ft Carson, CO

172nd SBCT 3 — Ft's Wainwright/ Richardson, AK

2 ACR/SBCT — Ft Polk, LA

Equipment Fielding Window Other than STRYKERs

2/25 SBCT 5 — Schofield Barracks, HI

SBCT 6 – 56th PA ARNG BDE — Indiantown Gap, PA

| UNIT | USF WINDOW | IOC |
|---|---|---|
| 1/25 | May 02 – Dec 02 | May 04 |
| 172d | 16 Oct 03 – 15 Jul 04 | May 05 |
| 1BCT/4ID | 16 Jun 04 – 15 Dec 04 | |
| 3BCT/1CD | 16 Jul 05 – 15 Sep 05 | |
| 3BCT/4ID | 16 May – 5 Nov 05 | |
| 3 ACR | FY 06 | |
| 2 CR | 16 Oct 04 – 15 May 05 | May 06 |
| 2/25 | 16 Oct 05 – 15 May 06 | May 07 |
| 56th Bde | 1 Jan –19 Dec 06 | NLT FY 10 |

AS of 11 Feb

# CHALLENGES

- Base Realignment and Closure 2005
- Modularity (3ID, 101st, 10th…..)/Transformation
- Home Station Operations Centers (HSOC)
- Integrated Global Presence and Basing Strategy
- Unit Rotational Based Deployment
- Unit Manning/Extended Tours @ HS

# CURRENT FUNDING LEVELS…

| CATEGORY | 00 | 01 | 02 | 03 | 04 | 05 | 06 | 07 | 08 | 09 | 10 | 11 | 12 | 13 | 14 | 15 | 16 | 17 | 18 | 19 | 20 | 21 | 22 | 23 | 24 | 25 | 26 | 27 | 28 | 29 | 30 | 31 | 32 |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Training Ranges and Areas | C2 | C2 | C2 | C2 | C2 | C2 | C2 | C2 | C2 | C2 | C2 | C2 | C2 | C2 | C2 | C2 | C2 | C2 | C2 | C2 | C2 | C3 | C3 | C3 | C3 | C3 | C3 | C3 | C3 | C3 | C3 | C3 | C3 |
| Maintenance Facilities | C3 | C3 | C3 | C3 | C3 | C3 | C3 | C3 | C3 | C3 | C3 | C4 | C4 | C4 | C4 | C4 | C4 | C4 | C4 | C4 | C4 | C4 | C4 | C4 | C4 | C4 | C4 | C4 | C4 | C4 | C4 | C4 | C4 |
| Production Facilities | C2 | C2 | C2 | C3 | C3 | C3 | C3 | C3 | C3 | C3 | C3 | C3 | C3 | C3 | C3 | C3 | C3 | C3 | C3 | C3 | C3 | C3 | C3 | C3 | C3 | C3 | C3 | C3 | C3 | C4 | C4 | C4 | C4 |
| Training/Instruction Facilities | C3 | C3 | C3 | C3 | C3 | C3 | C3 | C3 | C3 | C3 | C3 | C3 | C4 | C4 | C4 | C4 | C4 | C4 | C4 | C4 | C4 | C4 | C4 | C4 | C4 | C4 | C4 | C4 | C4 | C4 | C4 | C4 | C4 |
| Research & Development | C2 | C2 | C2 | C2 | C3 | C3 | C3 | C3 | C3 | C3 | C3 | C3 | C3 | C3 | C3 | C3 | C3 | C4 | C4 | C4 | C4 | C4 | C4 | C4 | C4 | C4 | C4 | C4 | C4 | C4 | C4 | C4 | C4 |
| Supply & Storage Facilities | C2 | C3 | C3 | C3 | C3 | C3 | C3 | C3 | C3 | C3 | C3 | C3 | C3 | C3 | C3 | C3 | C3 | C3 | C3 | C3 | C3 | C3 | C3 | C4 | C4 | C4 | C4 | C4 | C4 | C4 | C4 | C4 | C4 |
| Administrative Facilities | C3 | C3 | C3 | C3 | C3 | C3 | C3 | C3 | C3 | C3 | C3 | C4 | C4 | C4 | C4 | C4 | C4 | C4 | C4 | C4 | C4 | C4 | C4 | C4 | C4 | C4 | C4 | C4 | C4 | C4 | C4 | C4 | C4 |
| Information Management | C3 | C3 | C3 | C3 | C3 | C3 | C3 | C3 | C3 | C3 | C3 | C4 | C4 | C4 | C4 | C4 | C4 | C4 | C4 | C4 | C4 | C4 | C4 | C4 | C4 | C4 | C4 | C4 | C4 | C4 | C4 | C4 | C4 |
| Road & Trail Network | C3 | C3 | C3 | C3 | C3 | C3 | C3 | C3 | C3 | C3 | C3 | C3 | C3 | C3 | C3 | C3 | C3 | C3 | C3 | C3 | C3 | C3 | C3 | C3 | C3 | C3 | C3 | C3 | C3 | C3 | C3 | C3 | C3 |
| Railroads | C2 | C2 | C2 | C2 | C2 | C2 | C3 | C3 | C3 | C3 | C3 | C3 | C3 | C3 | C3 | C3 | C3 | C3 | C3 | C3 | C3 | C3 | C3 | C3 | C3 | C3 | C3 | C3 | C3 | C3 | C3 | C3 | C3 |
| Airfield Facilities | C2 | C3 | C3 | C3 | C3 | C3 | C3 | C3 | C3 | C3 | C3 | C3 | C3 | C3 | C3 | C3 | C4 | C4 | C4 | C4 | C4 | C4 | C4 | C4 | C4 | C4 | C4 | C4 | C4 | C4 | C4 | C4 | C4 |
| Airfield Pavements | C3 | C3 | C3 | C3 | C3 | C3 | C3 | C3 | C3 | C3 | C3 | C3 | C3 | C3 | C3 | C3 | C3 | C3 | C3 | C3 | C3 | C3 | C3 | C3 | C3 | C3 | C3 | C3 | C3 | C3 | C3 | C3 | C3 |
| Ports | C3 | C3 | C3 | C3 | C3 | C3 | C3 | C3 | C3 | C3 | C3 | C4 | C4 | C4 | C4 | C4 | C4 | C4 | C4 | C4 | C4 | C4 | C4 | C4 | C4 | C4 | C4 | C4 | C4 | C4 | C4 | C4 | C4 |
| Unaccompanied Personnel Housing | C3 | C3 | C3 | C3 | C3 | C3 | C3 | C3 | C3 | C3 | C3 | C4 | C4 | C4 | C4 | C4 | C4 | C4 | C4 | C4 | C4 | C4 | C4 | C4 | C4 | C4 | C4 | C4 | C4 | C4 | C4 | C4 | C4 |
| Enlisted Unaccompanied Personnel | C3 | C3 | C3 | C3 | C3 | C2 | C2 | C2 | C2 | C2 | C2 | C1 | C1 | C2 | C2 | C2 | C2 | C2 | C2 | C2 | C2 | C2 | C2 | C2 | C2 | C2 | C2 | C2 | C3 | C3 | C3 | C3 | C3 |
| Dining Facilities | C3 | C3 | C3 | C3 | C3 | C3 | C3 | C3 | C4 | C4 | C4 | C4 | C4 | C4 | C4 | C4 | C4 | C4 | C4 | C4 | C4 | C4 | C4 | C4 | C4 | C4 | C4 | C4 | C4 | C4 | C4 | C4 | C4 |
| Post Exchange | C2 | C2 | C2 | C3 | C3 | C3 | C3 | C3 | C3 | C3 | C3 | C3 | C3 | C3 | C4 | C4 | C4 | C4 | C4 | C4 | C4 | C4 | C4 | C4 | C4 | C4 | C4 | C4 | C4 | C4 | C4 | C4 | C4 |
| Child Development Centers | C1 | C1 | C1 | C2 | C2 | C2 | C2 | C2 | C2 | C2 | C3 | C3 | C3 | C3 | C3 | C3 | C3 | C4 | C4 | C4 | C4 | C4 | C4 | C4 | C4 | C4 | C4 | C4 | C4 | C4 | C4 | C4 | C4 |
| Community Support | C3 | C3 | C3 | C3 | C3 | C3 | C3 | C3 | C3 | C3 | C3 | C3 | C3 | C3 | C3 | C3 | C3 | C3 | C4 | C4 | C4 | C4 | C4 | C4 | C4 | C4 | C4 | C4 | C4 | C4 | C4 | C4 | C4 |
| Dependent School Facilities | C2 | C3 | C3 | C3 | C3 | C3 | C3 | C3 | C3 | C3 | C3 | C3 | C3 | C3 | C3 | C3 | C3 | C3 | C4 | C4 | C4 | C4 | C4 | C4 | C4 | C4 | C4 | C4 | C4 | C4 | C4 | C4 | C4 |
| Heat/Air Conditioning | C4 | C4 | C4 | C4 | C4 | C4 | C4 | C4 | C4 | C4 | C4 | C4 | C4 | C4 | C4 | C4 | C4 | C4 | C4 | C4 | C4 | C4 | C4 | C4 | C4 | C4 | C4 | C4 | C4 | C4 | C4 | C4 | C4 |
| Electric/Gas | C3 | C3 | C3 | C3 | C3 | C3 | C3 | C3 | C3 | C3 | C3 | C3 | C3 | C3 | C3 | C3 | C3 | C3 | C3 | C3 | C3 | C3 | C3 | C4 | C4 | C4 | C4 | C4 | C4 | C4 | C4 | C4 | C4 |
| Water | C3 | C3 | C3 | C3 | C3 | C3 | C3 | C3 | C3 | C3 | C3 | C4 | C4 | C4 | C4 | C4 | C4 | C4 | C4 | C4 | C4 | C4 | C4 | C4 | C4 | C4 | C4 | C4 | C4 | C4 | C4 | C4 | C4 |
| Sewer | C3 | C3 | C4 | C4 | C4 | C4 | C4 | C4 | C4 | C4 | C4 | C4 | C4 | C4 | C4 | C4 | C4 | C4 | C4 | C4 | C4 | C4 | C4 | C4 | C4 | C4 | C4 | C4 | C4 | C4 | C4 | C4 | C4 |

***Sustainment funding at POM 02-07 levels***

**Point: Current underfunding leads to C4 Facilities**



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# R&D Message, Way Ahead

- Joint First, Army Second
- Dynamic Environment (GWOT Continues, Transformation, BRAC, IGPBS)
- Flexible Planning, Design and Construction
- Durable, Sustainable Infrastructure

# INSTALLATIONS AS FLAGSHIPS

**INSTALLATIONS ARE THE FOUNDATION UPON WHICH ALL ARMY OPERATIONS REST; COMMUNITIES WHERE THE ARMY LIVES, WORKS, TRAINS, MOBILIZES AND DEPLOYS.**

- Support an Expeditionary Force where Soldiers train, mobilize, and deploy to fight and are sustained as they reach back for support.
- Develop strategies to posture installations as deployment platforms with robust reach-back capabilities.
- Adjust installation support to meet the needs of an Army at war and transforming.
- Support well-being of all Soldiers and their families.

**SOLDIERS AND FAMILIES DESERVE THE SAME QUALITY OF LIFE AS IS AFFORDED THE SOCIETY THEY PLEDGE TO DEFEND**


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# INSTLLATION MANAGEMENT AGENCY (IMA)

## INSTALLATION R&D STRATEGIC PLANNING WORKSHOP, CERL

RONALD YOUNG, IMA, PLANS

16 MARCH 2004

# AGENDA

- Purpose
- IMA Mission/Vision/Guiding Principles/Goa
- Organization Charts
- Regional Office Locations and Boundaries
- Garrison Structure/SGO
- BASOPS + SRM =
- Facilities Conditions/Focused Facilities Str
- CLS
- Challenges/Take A ways/Way Ahead